U.S. Army

Logistics Transformation

USMC Logistics Conference

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Presented on Behalf of

MG James Chambers
Commander, Combined Arms Support
Command
U.S. Training and Doctrine Command

LTG Mitchell H. Stevenson
Deputy Chief of Staff, G-4
Headquarters, Department of the
Army

A MERICA'S ARMY: THE STRENGTH OF THE NATION

Topics for Today

- Transformation Guidance

- Enterprise Approach

- Modular Force Logistics Concept

- Logistics Integration

- Army Support to Other Services (ASOS)

- LOGCAP Support

Transformation Guidance

Decade of Change

America's Army

A campaign-quality expeditionary force able to operate effectively with Joint, interagency and multinational partners across the spectrum of conflict.

Institutional Focus

Operational Focus

GEN Casey

Transformational Focus

Enterprise Transformation

GEN Schoomaker

Business Transformation

GEN Shinseki

Warfighting

"We will not cement the transformational change of the Army until the institution reflects that change."

**Chief of Staff, Army
19 June 2007**

The Enterprise Approach

An Enterprise approach is:

- The holistic application of strategic leadership and business practices to "run the Army" in the same way that we "fight the Army."

- Defining strategic objectives; developing the policies and strategies to accomplish these objectives; and ensuring resources are used to achieve the optimal balance between effectiveness, efficiency, and strategic risk.

- The establishment of the enterprise approach requires dedicated leadership to plan, coordinate, oversee, assess, and integrate enterprise management activities.

Defining Enterprise

- **Enterprise Process: The end-to-end, (cross-departmental, and often, cross company) coordination of work activities that create and deliver ultimate value to customers. [DUSA(BT) definition from Michael Hammer -author of The Agenda: What Every Business Must Do To Dominate the Decade]**

- **Enterprise Logistics – "Being able to see the entire organization and the relationships between its people, processes, functions and organizational parts" HQDA G4 Army Magazine.**

- **Single Army Logistics Enterprise - The Single Army Logistics Enterprise (SALE) is the Army's initiative to refine enterprise architectures and leverage industry best practices. Its vision is *information superiority through real-time visibility of personnel, equipment, and supplies anywhere in the distribution pipeline and within the operational environment*. This requires a seamless, integrated, end-to-end network delivered in a SALE. Implementation will require a merger of Soldier and business systems, fully compliant with Joint requirements, that yields a single, harmonious environment from the manufacturer to the foxhole. 2008 Army Posture Statement**
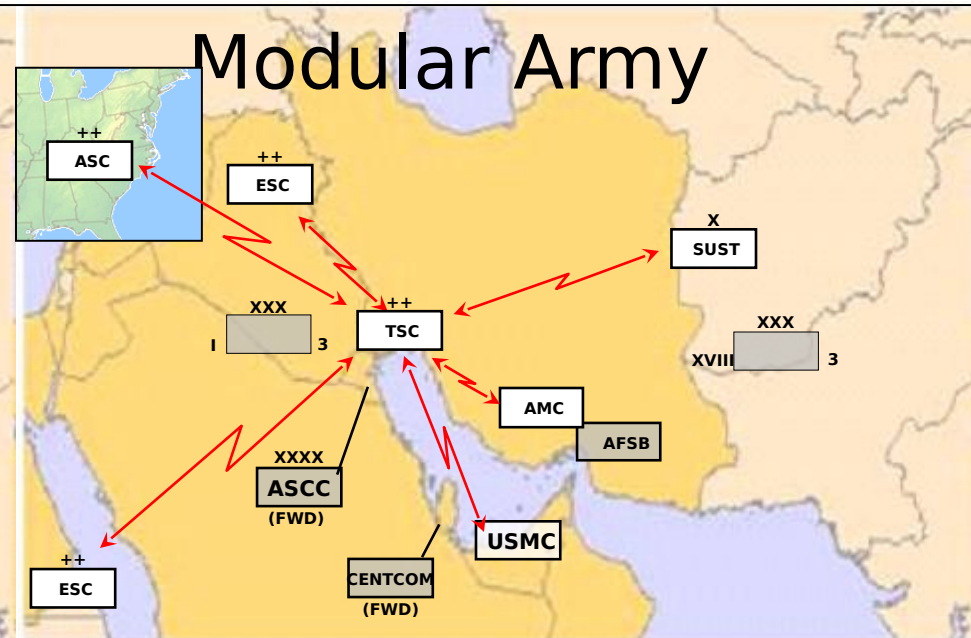
AMERICA'S ARMY: THE STRENGTH OF THE NATION™

Theater Command & Control

Army of Excellence
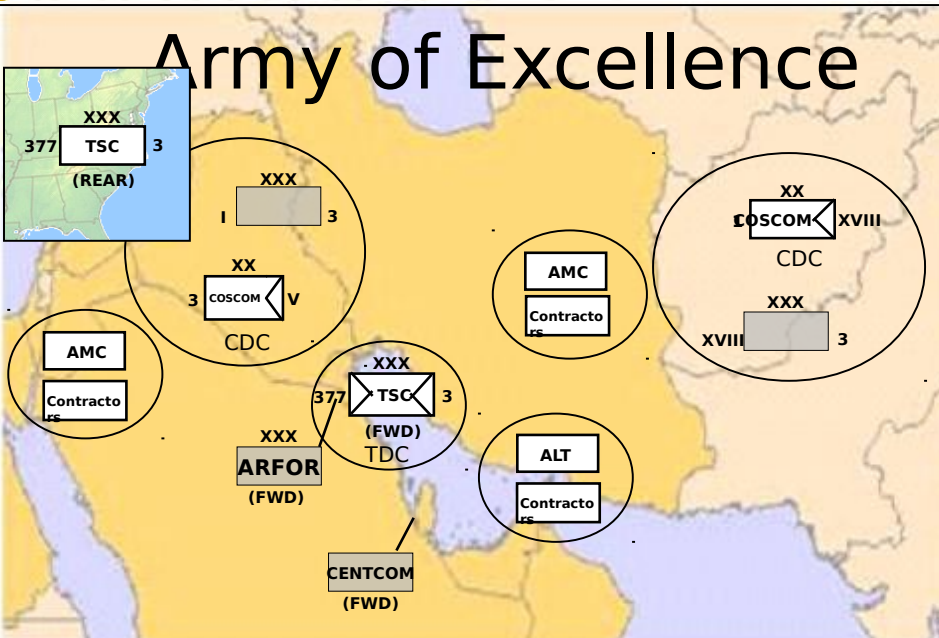
Modular Army

- Strategic / Operational Campaign
- Division centric operations
- Tooth-to-Tail weighted towards EAB
- No single EAB Log C2 in Theater
- ASCC/CFLCC CDR's priorities not fully executed
- Relies on echeloned, reinforcing force structures
- Echeloned stockpiles
- TSC conducted split based-ops for multiple AO / JOA

- Strategic / Operational Campaign
- Brigade-centric tactical operations
- Noncontiguous battle space
- Tooth-to-Tail weighted towards Brigades
- Single EAB Log C2 in Theater
- Leverages limited force structure
- Eliminates echeloned stockpiles
- Maximizes utilization of trans (Inter/Intra Theater)
- Ability for TSC to operate in multiple AO / JOA

Single EAB Log C2 fosters Unity of Effort / Flexibility; Offsets use of Mass to reduce risk
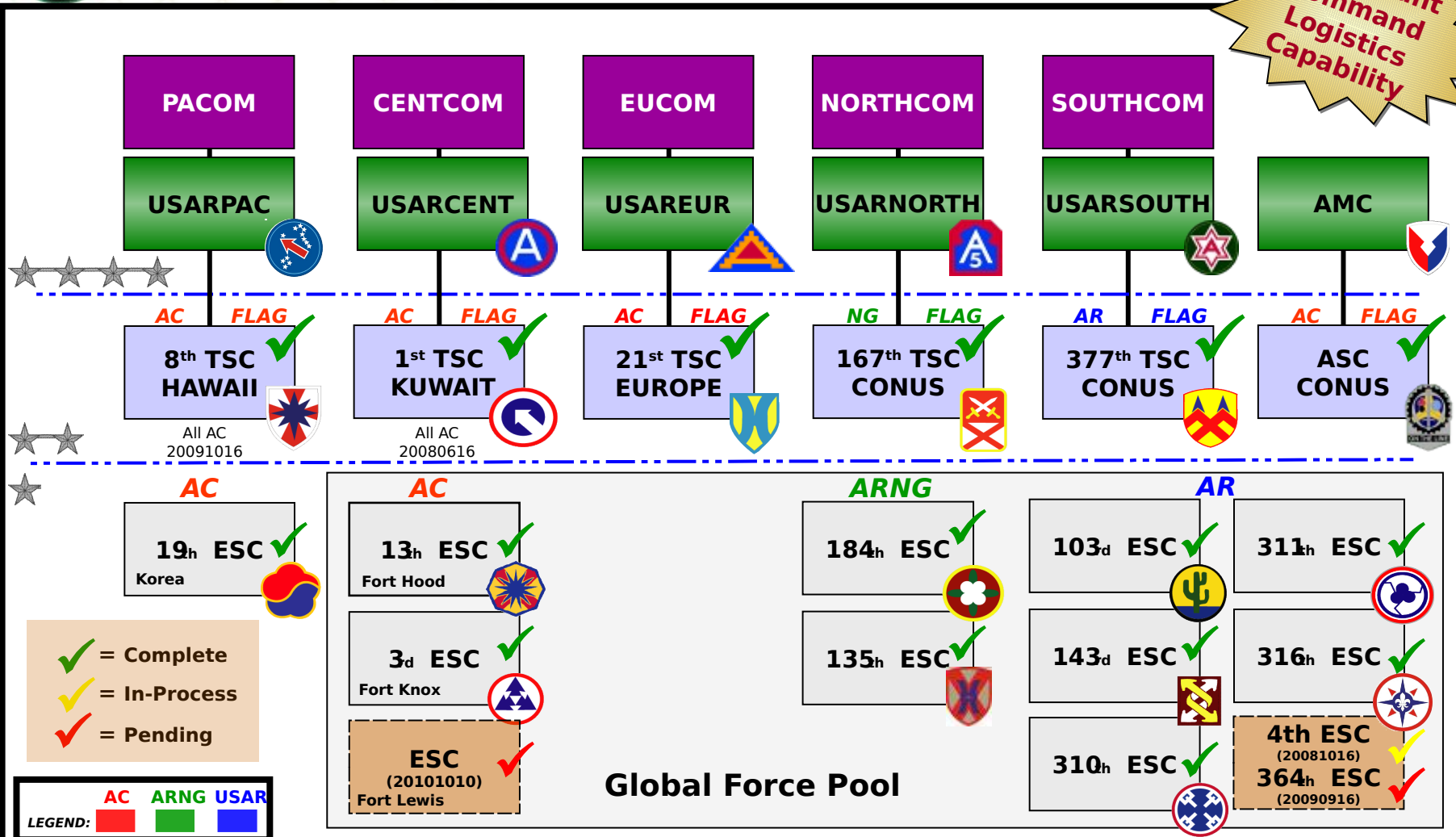
CSS Transformation
"The Big Ideas"

☐ **Modular Force BSB is much more robust than the AOE design**

☐ **Streamline logistics organizations**
- ◦ **Establishes a single EAB log C2 within theater**
- ◦ **TSC provides C2 of Sustainment BDEs that distribute to BSBs**
- ◦ **Eliminates MMCs at Division and Corps levels**
- ◦ **Single HQ design of Sustainment BDEs**
  - · **Augmented with Theater Opening and Theater Distribution elements based on mission**
  - · **Subordinate CSSBs designed based on mission**

☐ **Sustainment brigades provide:**
- · **Physical distribution and distribution management of materiel to BCTs and EAB units as part of a theater-wide distribution process**
- · **Area support to units within an assigned operational area**
- · **Assigned to the TSC**

☐ **Division & Corps HQ enabled with robust G-4 to enable oversight of internal logistics**

☐ **Streamlined maintenance operations with Two-Level**

TSC/ESC Alignment

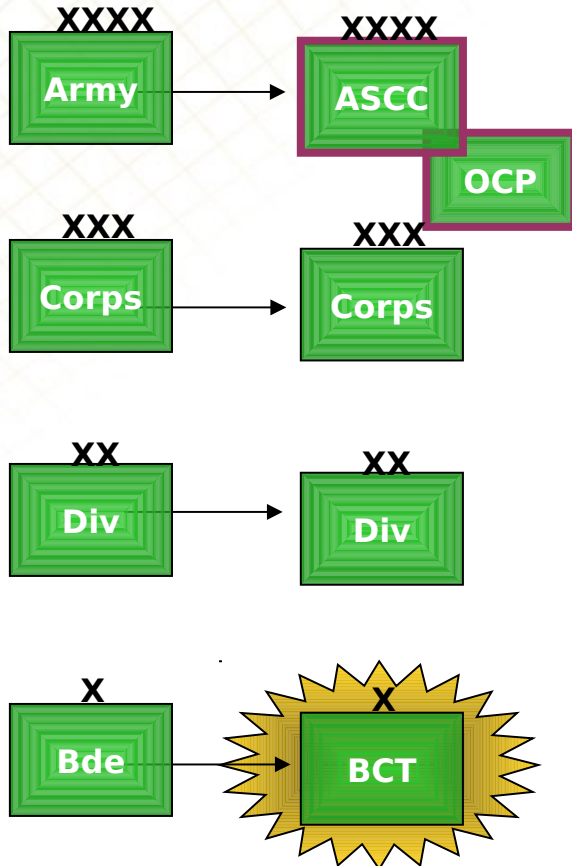**Combatant Command Logistics Capability**

PACOM	CENTCOM	EUCOM	NORTHCOM	SOUTHCOM	
USARPAC	USARCENT	USAREUR	USARNORTH	USARSOUTH	AMC

AC FLAG ✓ | **AC FLAG ✓** | **AC FLAG ✓** | **NG FLAG ✓** | **AR FLAG ✓** | **AC FLAG ✓**

8th TSC HAWAII ✓	1st TSC KUWAIT ✓	21st TSC EUROPE ✓	167th TSC CONUS ✓	377th TSC CONUS ✓	ASC CONUS ✓
All AC 20091016	All AC 20080616				

AC

19th ESC ✓ Korea

AC

13th ESC ✓ Fort Hood
3d ESC ✓ Fort Knox
ESC ✓ (20101010) Fort Lewis

ARNG

184th ESC ✓
135th ESC ✓

AR

103d ESC ✓	**311th ESC** ✓
143d ESC ✓	**316th ESC** ✓
310th ESC ✓	**4th ESC** (20081016) ✓ **364th ESC** (20090916) ✓

Global Force Pool

LEGEND:
- ✓ = Complete
- ✓ = In-Process
- ✓ = Pending

AC   ARNG   USAR

ASC – Army Sustainment Command
AC – Active Component   DP – Decision Point
AR – Army Reserves   FY – Fiscal Year
ARNG – Army National Guard   TO – Theater Opening   TSC – Theater Support Command
ESC – Expeditionary Support Command TD – Theater Distribution VCSA – Vice Chief of Staff, Army

AMERICA'S ARMY: THE STRENGTH OF THE NATION

TSCs Now Aligned with Combatant Commands

The New Look

OPERATIONS

XXXX Army → **XXXX** ASCC

OCP

XXX Corps → **XXX** Corps

XX Div → **XX** Div

X Bde → **X** BCT

Note: Includes all Active and Reserve Components

LOGISTICS

++ TSC → **++** TSC

ESC

XX COSCOM → **X** SUST

X CSG-ASG DISCOM → **II** BSB

II FSB

TSC HQ

ESC HQ

* Joint Augmentation Required

Stryker Brigade Combat Team
(Organic Log Support)

Infantry Brigade Combat Team
(Organic Log Support)

Heavy Brigade Combat Team
(Organic Log Support)

3 to 1 ratio!

Design criteria increased CSS structure forward
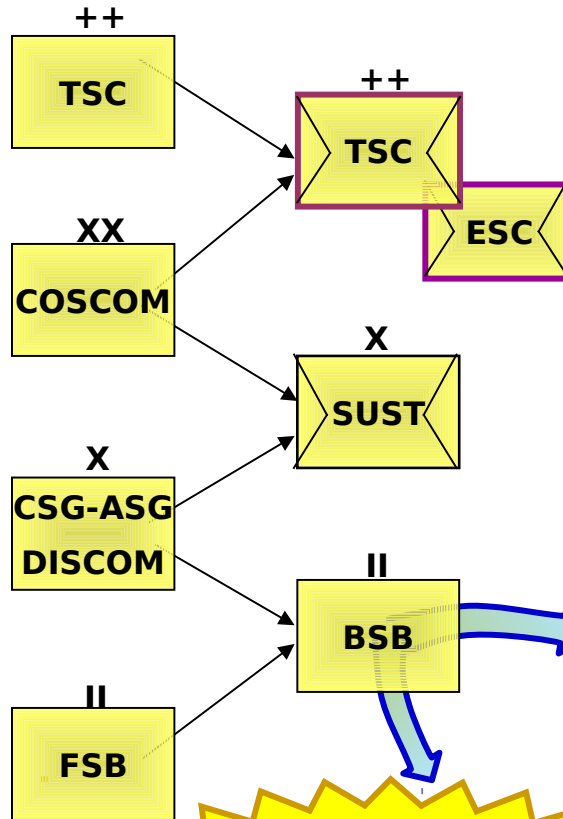
Support Bdes
- Combat Support Bde (MP)
- Battlefield Surveillance Bde
- Fires Bde
- Combat Aviation Bde
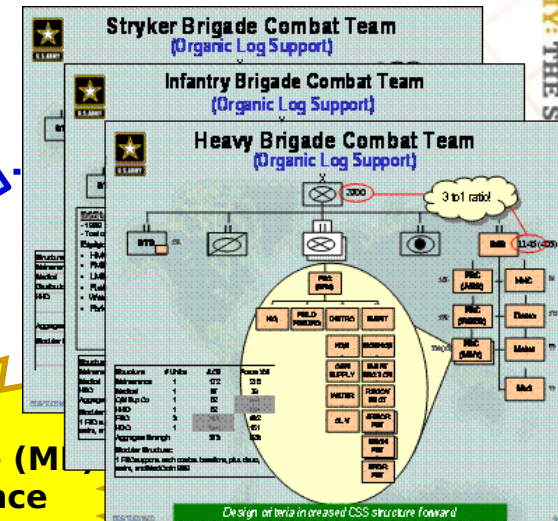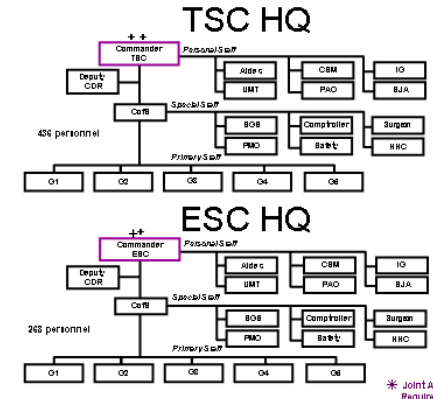
Capabilities Menu

STRATEGIC BASE

MAINTENANCE		PORT OPERATIONS
EOD	LAUNDRY & SHOWER	ACQUISITION CONTRACTING
POL	SUPPLY	
MORTUARY AFFAIRS	AMMUNITION	WATER PRODUCTION
MEDICAL	AERIAL DELIVERY	
TRANSPORTATION	DISTRIBUTION	CARGO TRANSFER
MOVEMENT CONTROL	LIFE SUPPORT / FP	TERMINAL OPERATION
ENGINEERING	LOGCAP	HOST NATION SUPPORT
JOINT LNOs	WHOLESALE LNOs	

++

TSC

UNIFIED C2

ESC ESC ESC SUST

THEATER BASE

HUB OPS

FORWARD OPERATING AREA

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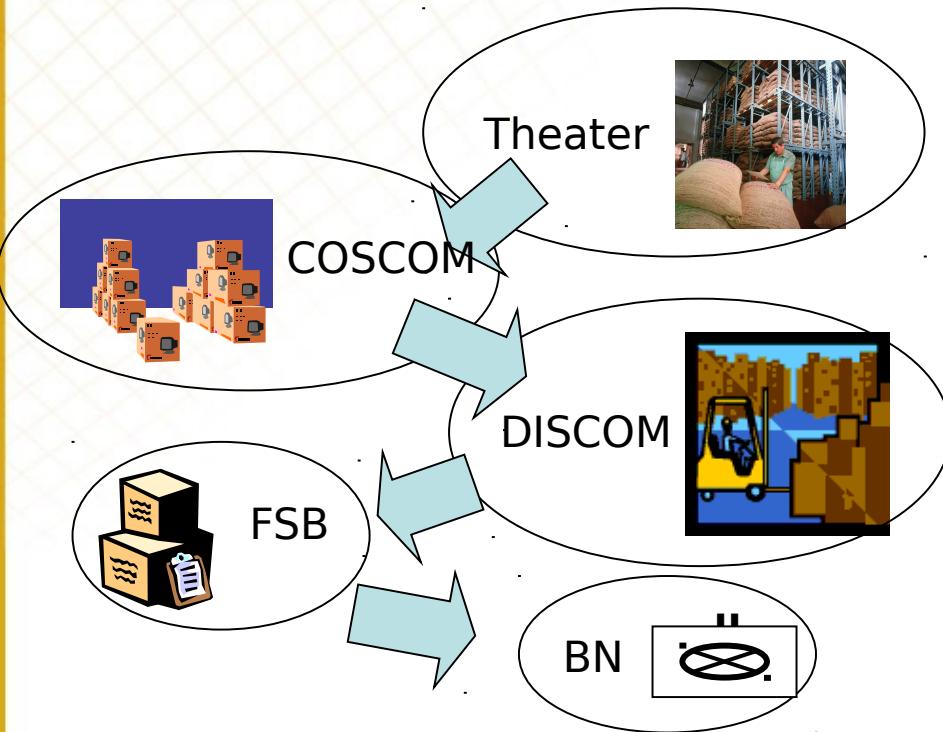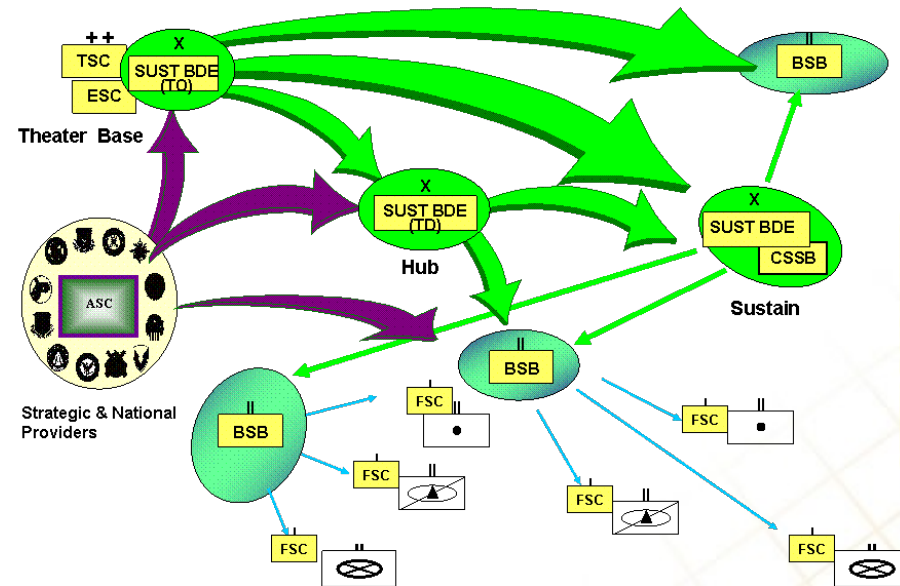
Capabilities Based – Flexible & Scaleable!

Army of Excellence (AOE) to Modular Concept of Distribution

AOE Logistics
- decentralized management of resources
- requires additional resources for redundant echeloned system of inventory
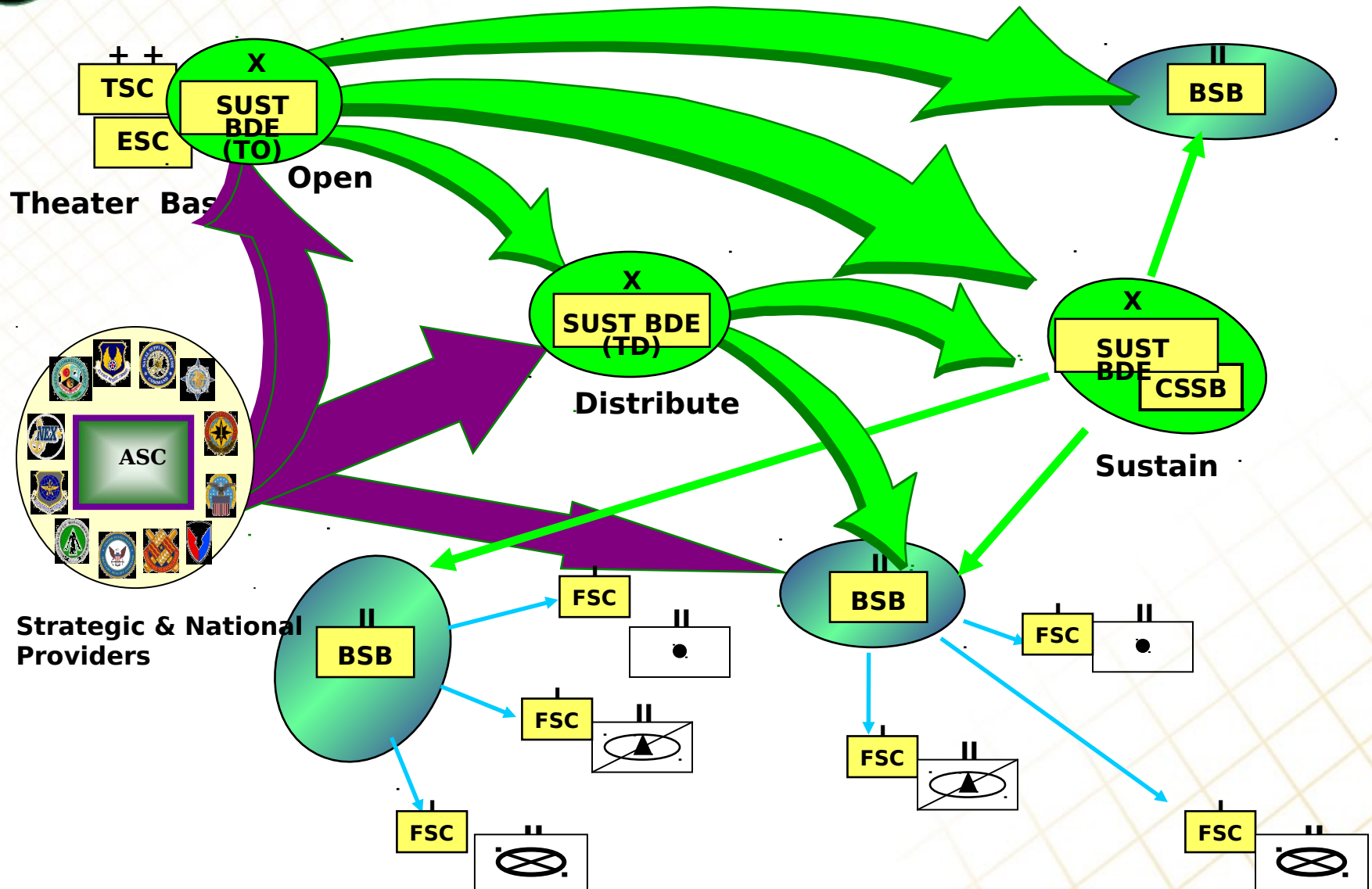- increases time from ordering the commodity to receiving the commodity

Modular Logistics
- centralized management of scarce resources
- maximized distribution platforms
- minimum essential forward stock commodities and total asset visibility
- decreases time from ordering the commodity to receiving the commodity

Concept of Support

TSC
ESC
X
SUST BDE (TO)
Open

Theater Base

BSB

X
SUST BDE (TD)
Distribute

X
SUST BDE
CSSB
Sustain

BSB

ASC

Strategic & National Providers

BSB

FSC
FSC
FSC

BSB

FSC
FSC
FSC

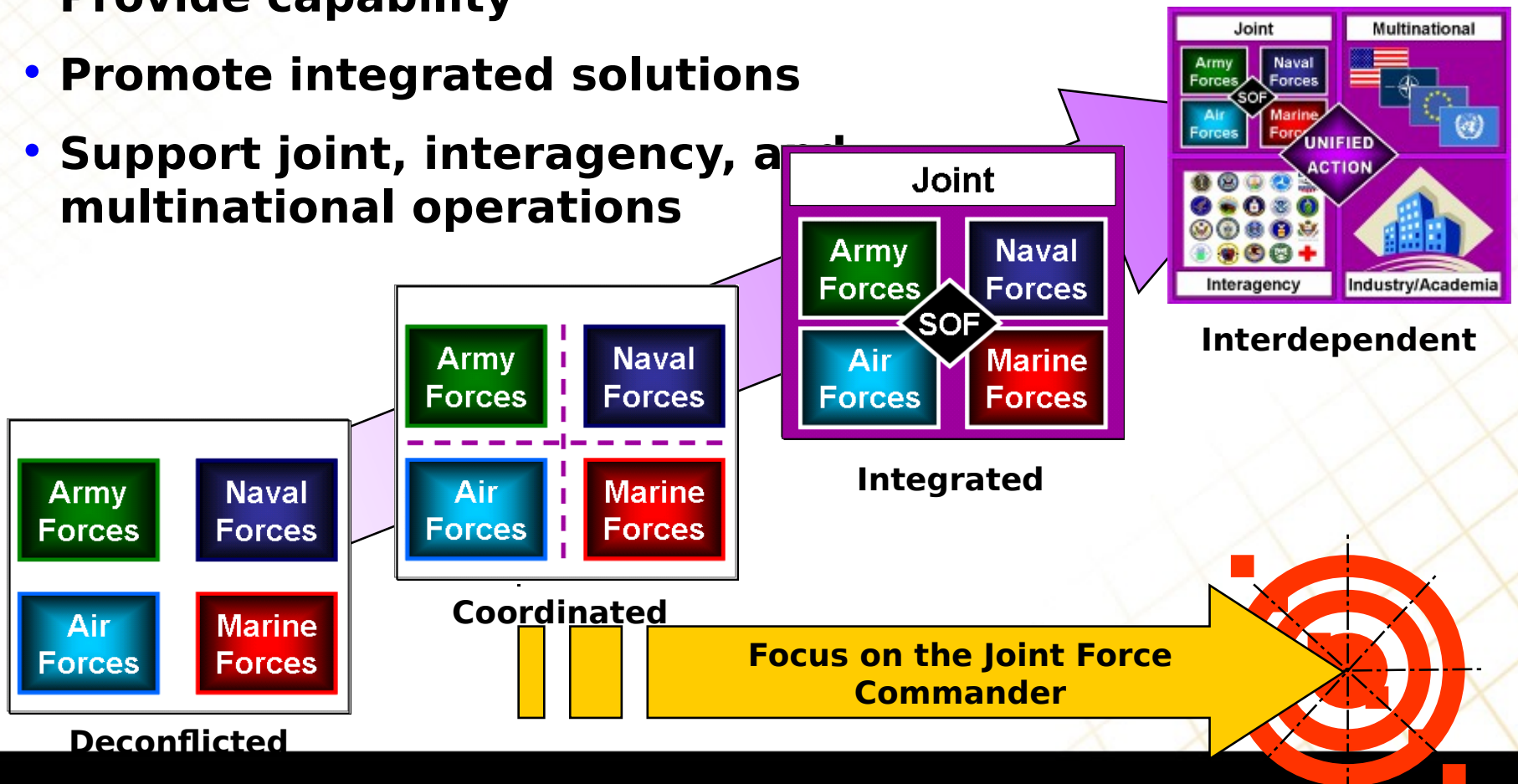AMERICA'S ARMY: THE STRENGTH OF THE NATION

Perspective on Transforming to a Joint Force

- **Expand capacity**
- **Provide capability**
- **Promote integrated solutions**
- **Support joint, interagency, and multinational operations**

Interdependent

Integrated

Coordinated

Deconflicted

Focus on the Joint Force Commander

The Logistics Problem

"....logistics in this area of operations is not directed by a single headquarters, but rather by rules and procedures of the separate services. This loosely formed system relies on informal, personal relationships, command intervention and ad hoc requests resulting in inefficiencies, uncertain schedules, and continual retraining and reestablishment of relationships. While the commander possesses directive authority for logistics (DAFL) he is unable to execute it as effectively and efficiently as possible due to this lack of joint rules, tools, and procedures...."

Senior Logistics Officer

Army Support to Other Services

EA Mission

To provide defined levels of support for both operational and administrative missions that involve two or more organizations where efficiency and or effectiveness gains must be achieved

Army Support to Other Services

- **Interservice Support -** Action by one Military Service or element thereof to provide logistic and/or administrative support to another Military Service or element thereof. Such action can be recurring or nonrecurring in character on an installation, area, or worldwide basis.

- **Lead Service or Agency for Common-User Logistics -** A Service component or Department of Defense agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives.

ASOS: Examples of Army as DoD Executive Agent

Management of Land-Based Water-Resources in Support of Contingency Operations

- Ensure that resources are programmed to support the requirements of the combatant commands through the POM (DoD Directive 4705.1)

Defense Mortuary Affairs Program

- Set standards and provide backup general support to the other Military Services (DoD Directive 1300.22)

Noncombatant Evacuation Operations

- Manage all specified DoD Noncombatants CONUS repatriation needs (DoD Directive 3025.14)

DoD Support to United Nations Missions

- MFO Sinai, KFOR, SFOR (DoD Directive 2065.1E)

DoD Veterinary Services Program

- Control animal diseases communicable to man (DoD Directive 6000.4)
- Develop approved lists of food suppliers, Provide laboratory examinations of food products
- Provide on-base inspection of food products at all joint procurement and storage facilities

USCENTCOM R&R Leave Program

- Program and budget resources for managing and executing all aspects of the USCENTCOM R&R Leave Program outside the USCENTCOM area of responsibility (DoD Directive 5101.6)

DoD Detainee Program

- Plan for and operate a national-level detainee reporting center and theater and lower levels to account for detainees (DoD Directive 2310.01E)

DoD Executive Agent for Military Postal Services (DoD Directive 5101.11)

ASOS: Other DoD-Directed – Not "DoD EA"

Military Troop Construction in Selected Overseas Areas
- Responsibilities in Europe and Selected Middle East countries (**DoD Directive 4270.5)**

Overland Petroleum Distribution Support
- Wartime planning and management of overland petroleum distribution support, including inland waterways, to U.S. land-based forces of all DoD Components (DoD Directive 4140.25)

Provide Civil Affairs Qualified Personnel
- Furnish U.S. Army personnel qualified in civil affairs to the other Military Departments, at their request and in coordination with CJCS and USCINCSOC (DoD Directive 2000.13)

Single Manager for Conventional Ammunition
- Procuring, Storing, Transporting, Conventional Ammunition (DoD Directive 5160.65)

Army Support To Other Services Joint Doctrine (1 of 5)

- **Theater Lines of Communication (LOCs)**

  ➢ **Joint Publication 4-01.5, Transportation Terminal Operations (9 Apr 02)**
  - Develop theater Lines of Communications
  - Establish and operate watercraft along intratheater sea LOCs and inland waterways
  - Provide engineer support for inland distribution network (highways and bridges)

- **Common User Logistics (CUL)**

  ➢ **Joint Publication 4.0, Joint Logistics (18 Jul 08)**
  - Provide lead Service for designated CUL to other government agencies, multinational forces, and NGOs as directed
  - Common-user Item support includes Class I, limited Class II, Class III, Class IV, Class V (small arms and selected large munitions), Class VI, Class VIII. limited Class IX (common repair parts), and Class X

Army Support To Other Services Joint Doctrine (2 of 5)

- **Common User Land Transportation (CULT)**

- **Petroleum Storage, Distribution, and Protection**

➢ **Joint Publication 4-01.5, Transportation Terminal Operations (9 Apr 02)**
- In-theater common user land transportation including rail and management of commercial and organic assets

➢ **Joint Publication 4.03, Joint Bulk Petroleum & Water Doctrine (23 May 03)**
- Provide necessary force structure to install, operate, and protect tactical petroleum storage and distribution systems, including pipelines

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Army Support To Other Services Joint Doctrine (3 of 5)

- **Theater Collection Point and Evacuation Support**

  ➢ **Joint Publication 4-6, Mortuary Affairs in Joint Operations (5 Jun 06)**
  - Provide collection and evacuation support to the other Services through Army facilities.
  - Operate theater and CONUS mortuary affairs personal effects depots in support of all Military Services

- **Port and Ocean Terminal Management**

  ➢ **Joint Publication 4-6, Sealift Support to Joint Operations (31 Aug 05)**
  - The Army's Surface Deployment and Distribution Command (SDDC) provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy U.S. forces
  - SDDC is the seaport manager for all common-user seaports of embarkation (SPOEs) and/or seaports of debarkation (SPODs)

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Army Support To Other Services Joint Doctrine (4 of 5)

- **Medical Logistics**

- ➢ **Joint Publication 4.0, Joint Logistics (18 Jul 08)**
  - Class VIII forward distribution for a JTF
  - Medical materiel storage, optical fabrication, blood operations and medical maintenance
  - Provides rotary-wing medical evacuation

- **Helicopter Support**

- ➢ **Joint Publication 4.0, Joint Logistics (18 Jul 08)**
  - Rotary-wing common-user support

- **Provide Logistics Support to Enemy Prisoners of War (EPW)**

- ➢ **Joint Pub 4.7, Common User Logistics in Joint Operations (11 Jun 01)**
  - Normally responsible for EPW support

Army Support To Other Services Joint Doctrine (5 of 5)

- **Airfield Repair**

➢ **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
- Assist in repair of critical airfield or base support facilities when such repairs exceed the Air Force's capability

- **Joint Logistics Over-the-Shore**

➢ **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
- Army and Navy engineer units provide the majority of construction and transportation equipment and most engineering construction tasks

- **Port Engineering Operations**

➢ **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
- Army transportation and Navy beach groups operate port facilities and coordinate construction and repair requirements with each others' Service engineers

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SUSTAINING AMERICA'S ARMY - THE STRENGTH OF THE NATION

Questions

AMERICA'S ARMY: THE STRENGTH OF THE NATION

Back-Up

CSS C2 Relationships at EAB

- ☐ **Assign CSS Force Pool units to CSSBs**
- ☐ **Assign CSSBs to Sustainment Brigades**
- ☐ **Assign Sustainment Brigades to ESCs**
- ☐ **Review concept of ESCs as a stand alone Command**
- ☐ **Align CSS at EAB in Direct Support of Divisions, Corps, and CoComs**

Establishes Training, Readiness, and Oversight of CSS Units

Peacetime C2 is critical for units preparing to support an expeditionary Army at war

LOGCAP Support - OIF (Site Dependent)

Food Service

Water Production and Storage

Ice Production

Retail Fuel

Power Generation

Billeting

Waste Management

Laundry

MWR

SUSTAINING AMERICA'S ARMY - THE STRENGTH OF THE NATION

DoD Executive Agent

DoD Directive 5101.1, DoD Executive Agent (9 May 03)

1. Provides a <u>DoD-wide definition of DoD Executive Agent</u>.

2. Provides <u>DoD approval authority for assigning DoD Executive Agent</u>

<u>responsibilities</u>, functions, and authorities within the Department of Defense.

3. Provides for the <u>exchange of information between DoD Executive Agents and the DoD Components</u> regarding resources and the quality of support throughout the full range of operations.

4. Within the scope of assigned responsibilities and functions, the <u>DoD</u>

<u>Executive Agent's authority takes precedence over the authority of other DoD Component officials performing</u>

DoD Executive Agent

"The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components. The nature and scope of the DoD Executive Agents' responsibilities, functions, and authorities shall:

- Be prescribed at the time of assignment;
- Remain in effect until the Secretary of Defense or the Deputy Secretary of Defense revokes or supersedes them.

DoD Directive 5101.1 DoD Executive A

SUSTAINING AMERICA'S ARMY - THE STRENGTH OF THE NATION

DoD Executive Agent

DoD EA resourcing policy:

- **The DoD Executive Agent <u>funding methods and resource requirements, including force structure</u> to the extent permitted by law, shall be included as a part of the Planning, Programming, Budgeting and Execution process.**

- **Heads of the <u>DoD Components</u>, when receiving DoD Executive Agent support, <u>shall provide estimates of requirements and associated resources</u> to the designated DoD Executive Agent on a timely basis.**

DoD Directive 5101.1 DoD Executive A

Army as DoD Executive Agent

DoD Detainee Operations Policy	DoD Combat Feeding Research and Engineering Program
Joint Improvised Explosive Device Defeat Organization (JIEDDO)	Defense Language Institute Foreign Language Center (DLIFLC)
Joint Medical Executive Skills Development Program	Defense Medical Surveillance System and the DoD Serum Repository
UN Assistance Mission in Iraq	DoD Level III Corrections
Multinational Force & Observers (MFO) Sinai	Explosives Safety Management
Joint Center for International Security Force Assistance (JCISFA)	Gulf War Exposure Registry
Blast Injuries	Homeowners Assistance Program (HAP)
Military Assistance to Civil Authorities (EA Under Review)	DoD Immunization Program for Biological Warfare Defense
Military Support to Civil Authorities (MSCA)(EA Under Review)	DoD Biometrics Management Office
Coalition Provisional Authority (EA Under Review)	Law of War Program (Investigation and Reporting of Reportable Incidents Against U.S. Personnel)
Tribute to Freedom Events	Management of Land-Based Water Resources in Support of Contingency Ops
Anthrax Vaccination Immunization Program (AVIP)	Military Mail Including Employment of DoD Resources in Support of the USPS
Military Assistance to Safety and Traffic (MAST)(EA Under Review)	Military Postal Service (MPS)
Military Assistance for Civil Disturbances (MACDIS)(EA Under Review)	Defense Mortuary Affairs Program
Contract Foreign Language Support to the DoD Components	DoD Passport and Passport Agent Services
Armed Forces Institute of Pathology (AFIP): Administrative Support	Recruiting Facilities Program
Armed Services Blood Program Office (ASBPO)	Noncombatant Evacuation Operations
Central Criminal Court of Iraq (CCCI)	DoD Support to United Nations Missions
Chemical and Biological Defense	

Army as DoD Executive Agent (continued)

DoD Civilian Police Officers & Security Guards: Physical Fitness
U.S. Military Entrance Processing Command Support
USCENTCOM R&R Leave Program
New Drugs for Force Health Protection
Use of Laboratory Animals in DoD Programs
DoD Veterinary Services Program
Western Hemisphere Institute for Security Cooperation (WHINSEC)
World War II 60th Anniversary Observance Planning (EA Under Review)
Unexploded Ordnance Center of Excellence (UXOCOE)
Armed Forces Epidemiological Board
Armed Forces Pest Management Board (AFPMB)
DoD Military Immunization Program

ASOS Information
TAA 10-15 Modeled ASOS

51 different types of units provided across Combat, Combat Support (CS) and Combat Service Support (CSS)

- CBT: 1 Fires BDE
- CS: Headquarters Maneuver Enhancement Brigade, Military Police, Horizontal and Vertical Construction Companies, Mobility Augmentation (Engineer) Companies, Sapper Companies, Chemical Companies, Signal Battalions, Civil Affairs Companies, Psychological Operations Companies
- CSS: Medical (Veterinary), Medical Logistics Companies, Air Medical Evacuation (Rotary), Quartermaster Petroleum, Light Medium Truck Companies, Ammunition Companies, Postal Units, Finance and Public Affairs Detachments

- **8,469 personnel**
  - CBT: 1390
  - CS: 3650
  - CSS: 3429